

2009: Back to Basics

SHIPYARD LOG

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Pearl Harbor Naval Shipyard News and Information Since 1943

February 2009

Shipyard 2035
Building a 21st Century Shipyard
to Serve a 21st Century Fleet



[Commander's Corner]

Get to Green

By Capt. Gregory Thomas, Shipyard Commander

In O.U.R. (Ownership, Urgency and Results) Shipyard, we use the color green to describe many aspects of O.U.R. business. The phrase "Get to Green" is one we often use to describe O.U.R. efforts to improve. In this edition of the Shipyard Log, we are featuring one aspect of O.U.R. drive to Get to Green — improving O.U.R. facilities. To Get to Green with O.U.R. facilities means achieving a couple of related objectives. Before I describe in more detail what it means to Get to Green with O.U.R. facilities, I'd like to discuss some of the other ways in which I view us working together to Get to Green in other aspects of O.U.R. Shipyard and how O.U.R. customers use Green as a measure of how we are performing.

O.U.R. mission is, has been, and always will be to keep the fleet "Fit to Fight." Every month the Navy's leadership team, including the Pacific Fleet Commander, Adm. Robert Willard, is briefed on the Shipyard's performance. The brief focuses on how the Shipyard is doing on submarine projects — no more, no less.

Since O.U.R. mission is to keep the fleet Fit to Fight, it makes sense that Navy leadership is briefed on how we are doing on O.U.R. Fleet work. The scorecard shows O.U.R. performance using a Red, Yellow, and Green color scheme to get people's attention. O.U.R. goal is to get and keep O.U.R. projects in the Green. Navy leadership makes decisions on future workload based in part on performance. We build O.U.R. reputation every month through this Red-Yellow-Green scorecard. As you look at the scorecard, commit to doing your part to get O.U.R. projects to Green.

As stewards of the environment of O.U.R. island home, we are responsible to Get to Green when it comes



to the environment. We must ensure we manage O.U.R. waste in complete compliance with O.U.R. rules and those of the state and, more importantly, with a commitment to the intent of those rules.

O.U.R. new Region Commander, Rear Adm. Dixon Smith, is bringing to Navy Region Hawaii a great deal of energy, creativity, and commitment to reducing energy consumption and reducing waste. Next month's Log will feature O.U.R. efforts to Get to

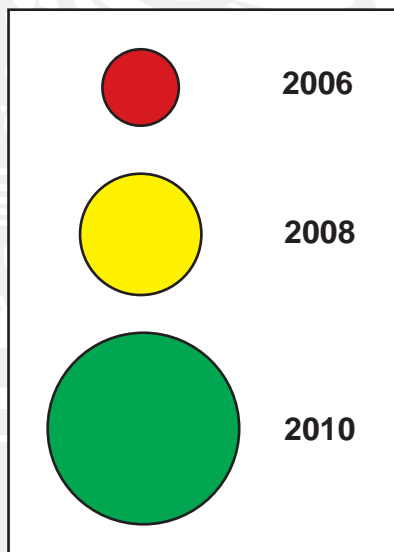
Green in this area.

When I think of O.U.R. Learning Organization (LO) transformation, I think of growth and renewal. When I think of growth and renewal, I think of spring, green leaves sprouting on the trees, and grass turning green after a long winter. O.U.R. LO journey, at times, feels like a journey to Get to Green with O.U.R. Shipyard team, growing O.U.R. individual and team capacity and capabilities.

Finally, with respect to facilities, Get to Green means to invest in facilities and equipment so that we have facilities that support O.U.R. hardworking men and women on the waterfront. The way we do work has changed and O.U.R. facilities must change to keep up.

O.U.R. Shipyard emphasis has shifted from the shops to the projects — the Fleet — and to Get to Green on O.U.R. projects, O.U.R. facilities must be improved to support where O.U.R. people work. To Get to Green on O.U.R. facilities, we must spend more resources on preventative maintenance than on correcting problems, which is not the case today. In LO we talk of systems thinking. O.U.R. facilities are part of the system to support O.U.R. projects.

The journey to Get to Green has multiple areas. As we work together and commit to Get to Green in all areas of O.U.R. worker-focused and project-centric system, we will become "No Ka Oi."



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ON THE COVER:

Pearl Harbor Naval Shipyard as envisioned in 2035. U.S. Navy illustration by Carter Black.

Supervisor of the Quarter

Our Mission:

We Keep Them Fit to Fight!

Our Vision:

No Ka Oi

A unified Shipyard Team committed to:

- On-time delivery of high quality submarine and surface ship maintenance at or below customers' expected cost.
- Continuous improvement of our individual and collective capability and capacity.
- Standards for safety, security, and environmental protection second to none.

Our Values:

- **Honor:** We are accountable for our professional behavior and are mindful of the privilege we have to serve our Nation.
- **Courage:** We have the moral and mental strength to do what is right, with confidence and resolution, even in the face of temptation or adversity.
- **Commitment:** The day-to-day duty of everyone in the Shipyard is to join together as a team to improve the quality of our work and to mutually support each other.

Our Guiding Principles:

We are rewarded and guided in our daily activities by applying the following principles:

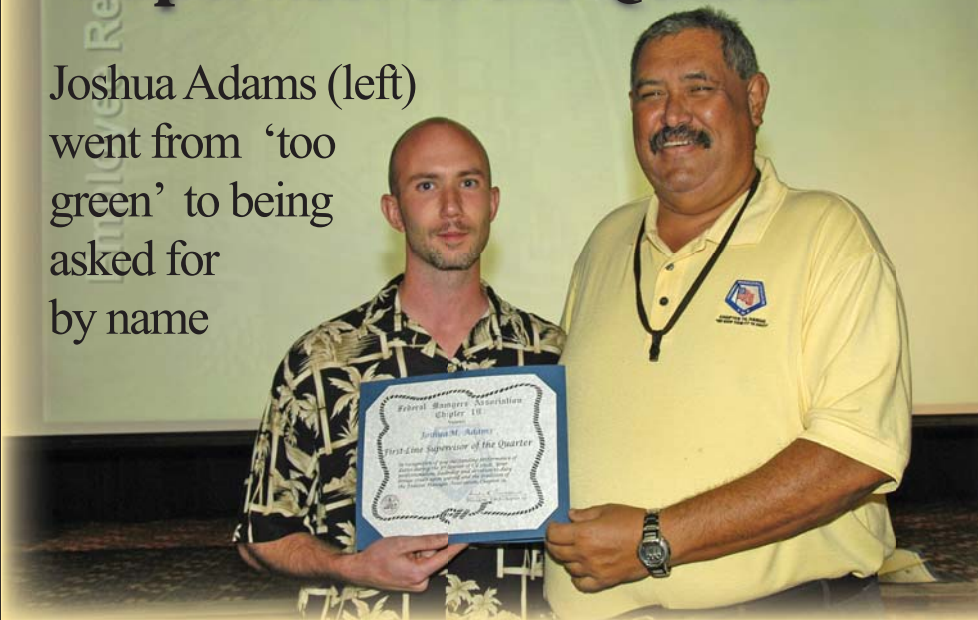
- Safety
- Security
- Leadership
- Accountability
- Integrity and Honesty
- Teamwork
- Respect and Trust
- Excellence

We are committed to the five Learning Organization Disciplines:

- Personal Mastery
- Mental Models
- Shared Vision
- Team Learning
- Systems Thinking

These values and guiding principles are evident in our day-to-day operations and behaviors in support of O.U.R. (Ownership, Urgency, Results) attainment of Quality and Technical Excellence.

Joshua Adams (left) went from 'too green' to being asked for by name



Chief Test Engineer Joshua Adams (left) receives the Federal Managers Association First-Line Supervisor of the Quarter Award from FMA Chapter 19 President Brendan Cravalho.

Story and photo by Marshall Fukuki, Pearl Harbor Naval Shipyard Public Affairs

In his first assignment as a chief test engineer (CTE), Joshua Adams went from being considered too inexperienced for the job to being asked for by name for another project.

His proven leadership and performance on the USS *Key West* (SSN 722) availability earned him the Federal Managers Association (FMA) First-Line Supervisor of the Quarter Award for the third quarter of 2008. FMA Chapter 19 President Brendan Cravalho presented Adams with the award at the Jan. 6 expanded staff meeting.

Adams, the second-youngest CTE ever at Pearl Harbor Naval Shipyard, led a work control and testing team on the *Key West* Docking Selected Restricted Availability (DSRA). His aggressive management of the testing schedule helped the availability finish one week early.

The ability of his team to have operational control of shipboard systems was a definite advantage. "It takes more manning, but now that we're able to (control the systems), it has increased our efficiency," Adams said.

He credited increased hiring for making more people available and a training program that enables new employees to become proficient faster.

Adams was cited for his effective application of Learning Organization principles in daily meetings and process improvement groups. He tried to create an atmosphere of open communication to encourage finding different or better ways to do the job. "Asking people questions gets them involved and makes them feel their opinions matter," he said.

His background as a former Sailor helped him interact with the ship's force. "I can understand their point of view because I was one of them," he said.

As far as the doubts that arose about him being too "green" when he first became CTE for *Key West*, Adams said, "I heard rumors but no one ever came up to me and told me. I was only in the Yard for five years, not long enough to prove myself."

Test Engineering and Work Control Division head Patrick McDermott, who nominated Adams for the award, said Adams "delivered a win and established himself as the model for other CTEs to emulate." As a result, Adams was specifically requested to be the CTE for a future overhaul.

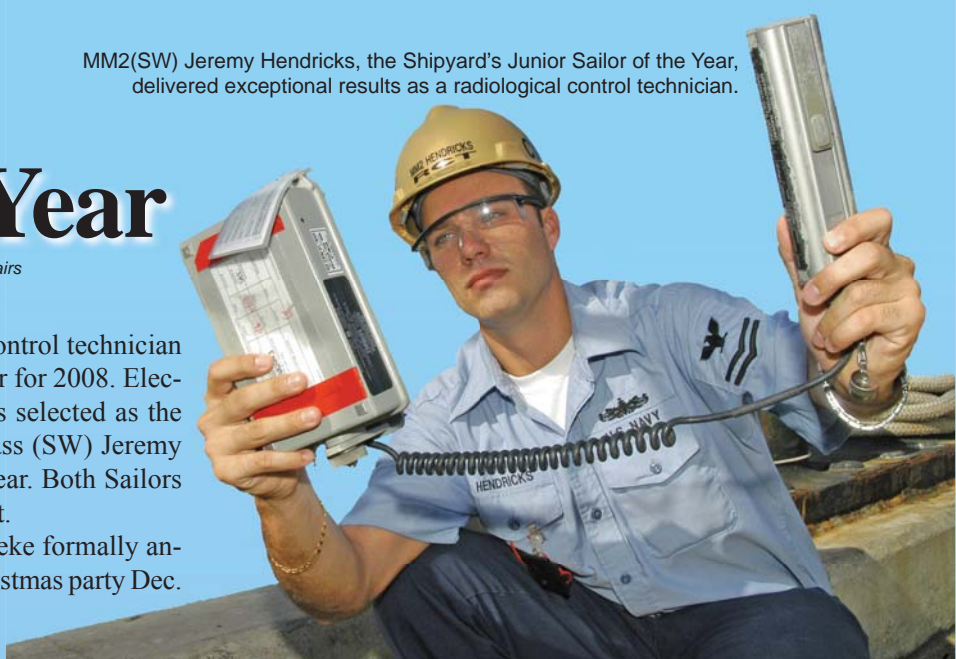
Regarding the FMA award, Adams said, "I'd just like to say thanks. I am honored and surprised to be selected. I am just proud to be doing my part to 'keep them fit to fight!'"

Sailors of the Year

Photo and story by Marshall Fukuki, Pearl Harbor Naval Shipyard Public Affairs

A nuclear services supervisor and a radiological control technician are Pearl Harbor Naval Shipyard's Sailors of the Year for 2008. Electronics Technician 1st Class (SS) David Wright was selected as the Senior Sailor of the Year. Machinist's Mate 2nd Class (SW) Jeremy Hendricks took honors as the Junior Sailor of the Year. Both Sailors were assigned to the Nuclear Production Department.

Deputy Shipyard Commander Capt. Richard Verbeke formally announced the winners at the all-military command Christmas party Dec. 18 at Dole Cannery.



ET1 Wright turns shop into 'well-oiled machine'

Electronics Technician 1st Class (SS) David Wright ranked No. 1 out of 159 first class petty officers to become the Shipyard's Senior Sailor of the Year.

"He was an innovator," said Machinist's Mate 1st Class (SW) Preston Boyd. "He took a shop that wasn't running as well as it could and turned it into a well-oiled machine."

As Nuclear Services Division supervisor, Wright excelled in a position normally filled by a civilian GS-12 or higher, managing priorities for two shops with 26 military and civilian personnel. He conducted a Lean event for test equipment that saved 3,500 man-hours in processing and delivery. He established a system to have frequently used test rigs ready for immediate issue, reducing turnaround time from one week to two hours.

Under his guidance as an electronics technician training coordinator, Sailors markedly improved their test scores. The seven Sailors directly under his supervision all earned college credits. One of them completed the requirements for a college degree. Physical fitness scores increased and his division maintained a 75 percent retention rate.

Wright was also one of only 16 first class petty officers to qualify as a military duty officer, a watch normally manned by a chief petty officer.

(Editor's note: ET1(SS) Wright transferred to another command shortly before his selection as Sailor of the Year and was unavailable for an interview and photo.)

MM2 Hendricks makes Navy 'a better place'

Machinist's Mate 2nd Class (SW) Jeremy Hendricks got off to a great start in 2008 by earning Junior Sailor of the Quarter honors. He ended it even better as the Junior Sailor of the Year.

"I'm proud and honored to not only represent my code and shop but all of Pearl Harbor Naval Shipyard as well," he said.

Chief Machinist's Mate (SW) Aaron Rex described Hendricks as a "hard-charging technician who delivers exceptional results." As a radiological control technician (RCT), Hendricks played a key role in supporting critical submarine repairs and testing. When faced with a high workload and lack of civilian resources, he put in 160 hours of additional time to maintain schedules.

He trained and led other RCTs, served as departmental sponsor coordinator for seven Sailors reporting to the command, coached softball, assisted in MWR events and helped relocate the pregnant wife of a Sailor deployed as an Individual Augmentee (IA).

Senior RCT Machinist's Mate 1st Class Cody Carr said Hendricks "definitely strives to make the Navy a better place."

When Hendricks was asked if he had any advice for someone aiming to be a Sailor of the Year, he said, "Work hard ... and take pride in what you do, not only at work but on the outside."

Sharing about his considerable involvement in community service, he recommended, "Give back to the community when you have the chance. ... Education is important, too. Get a degree to further your career."

Virginia-class planning effort in full force

By Pearl Harbor Naval Shipyard Virginia Class Program Office

With USS *Hawaii* (SSN 776) expected to arrive within a few months, training preparations are in full force to ensure Pearl Harbor Naval Shipyard (PHNSY) is ready to perform intermediate-level (I-level) maintenance and dry-dock the Navy's newest class of fast attack submarines.

"The development of a comprehensive training matrix serves as our foundation for

success," said Cmdr. Leonard Laforteza, the Shipyard's Virginia Class Program Manager.

"We have developed qualification cards for each of the Trade Skill Designators (TSDs) and identified core personnel to receive the training, with the emphasis on Fleet Maintenance Project Submarine (FMB) manning," he said.

The training of additional people above and beyond the core group is being encouraged, Laforteza said. However, due to the short amount of preparation time, the focus is on qualifying a nucleus of personnel from tech codes, support codes and production shops who will be ready to perform I-level work as soon as *Hawaii* gets here."

Lean event aims to improve Sailors' Shipyard experience

By Wilfred Ho, Command Process Improvement Office



U.S. Navy photo by Marshall Fukuki

Nuclear Shop Director Ralph Okimoto-Rivera made the most of three tours of duty as a Sailor at Pearl Harbor to later qualify himself for a civilian position in the Shipyard. (Inset photo) Okimoto-Rivera in 1995.

We are all familiar with our Shipyard's mission: We keep them fit to fight! What you may not know is that our Shipyard has an additional mission regarding the military personnel assigned here. That mission is to provide them knowledge and experience that enhances their value to the Navy for subsequent shipboard or shore assignments.

For example, it can be very advantageous for a deployed ship to have on her crew a Sailor with depot-level maintenance experience gained at the Shipyard.

A Value Stream Analysis (VSA) Lean event, sponsored by the Production Resources Manager and aimed at improving the use of military resources, was conducted Nov. 12-13. Participants developed a plan to improve Shipyard processes for assigning, training and utilizing military personnel during their tours here.

A key change put into effect immediately was to have the Military Personnel Office provide to the Production Resources Department master chief the Shipyard badge number of an incoming Sailor as soon as the name and report date of the Sailor is known.

Previously, the badge number was not provided until the Sailor reported to the Shipyard. This change gives training coordinators an additional one to nine months to develop the Sailor's Shipyard training plan. Another improvement that will go into effect in February is a standardized survey to assess an incoming Sailor's skills, experience and capabilities.

The knowledge and training a Sailor gains at the Shipyard directly impacts his or her career in the Navy. The Sailor's experience in the Shipyard may be a significant consideration in the person's decision to reenlist. Also, if a Sailor decides to leave the Navy, he or she could become a valued civilian employee at the Shipyard or another naval activity.

Ralph Okimoto-Rivera, Code 930 Mechanical Shop Nuclear Director and a participant in the VSA, shared about his three military tours at Pearl Harbor.

"I was a first class petty officer when I first came to the Shipyard in 1992," he said. "The training and experience I got here enabled me to progress to the rank of senior chief petty officer, and to eventually earn a commission as a naval officer. Following my retirement, I was fortunate to have the opportunity to work for the Shipyard as a civilian."

Mark Tetrault of the Resources Department Training and Administration and Randal Niver of the Engineering and Planning Department are responsible for coordinating production and technical code training respectively. They are leading the coordination and execution of the Shipyard training plan.

Mike Kawachi, Robert Kouchiyama and Max Shinkawa from the Shipyard's Virginia Class Program Office are working with Naval Submarine Support Facility New London and Electric Boat, both in

Groton, Conn., and Portsmouth Naval Shipyard (PNS), Portsmouth, N.H., to ensure the continuation of hands-on and formal classroom training.

"We began our partnership with SHAPEC (Ship Availability Planning and Engineering Center) by sending engineers from our Shipyard's structural, fluid/mechanical, electrical and combat systems divisions," Laforteza added. "These engineers will help develop the Task Group Instructions (TGIs) for the first Extended Dry-docking Selected Restricted Availability (EDSRA)

at Portsmouth. When they return to Pearl Harbor, they'll be able to apply the expertise they've gained to develop the TGIs for our EDSRA."

In an ongoing partnership with PNS, Pearl Harbor Naval Shipyard sent an engineer there to serve as Virginia Class liaison between the two shipyards.

PHNSY also sent engineers and production shop personnel to PNS to develop the corporate temporary services manual.

The Shipyard Building a 21st Century

By Kerry Gershaneck, Congressional and Public Affairs Officer

As Pearl Harbor Naval Shipyard enters its second century of service, we are faced with great opportunities and challenges.

Great opportunity lies in the fact that the U.S. Navy will increase the number of submarines in the Asia-Pacific Region to 60 percent of the Navy's force, and that *Virginia*-class submarines begin moving to Hawaii this summer. This means steady or increasing workloads for our workforce.

Great challenges lie in the fact that the majority of Shipyard structures are old and in desperate need of modernization, and our facilities layout is inefficient. As our waterfront workers well know, our Shipyard is an early 20th century facility trying to service a 21st century fleet.

This inefficiency causes delays in completion of critical projects, such as submarine overhauls and surface ship maintenance, and wastes critically short resources to maintain the aging facilities.

To meet this challenge, over the past year Shipyard leaders, Commander Navy Region Hawaii, and Navy facilities managers developed a multi-year Shipyard modernization plan. This plan was completed Dec. 12, 2008.

"We must modernize to ensure we can support the 21st century fleet," according to Shipyard Commander Capt. Greg Thomas. "With the Modernization Plan, we now know precisely what we must do to revitalize our current facilities and modernize them. We also now know what structures and layout we'll need to successfully maintain the Navy's 21st century warships.

"Our Modernization Plan provides a project-and-mission-based vision for Shipyard facilities and improved operations. It will help guide the Navy in making our Shipyard's infrastructure investments through the year 2035. This investment will total hundreds of millions of taxpayer dollars over the next 26 years, but it is an investment that must be made for our Navy and our national security.

"We must look to the future right now, and complete the long-range planning and budgeting to provide our workers state-of-the-art facilities, tools, and equipment," concludes Thomas.

It is important that Shipyard workers understand the facilities challenges and their impacts, the driving forces for modernization, and the Modernization Plan that will help us overcome these challenges.

The rest of this article is a summary of key points from the Modernization Plan.

The Challenge: Aging, Obsolete Infrastructure

Our Shipyard is spread out over nearly 150 acres within the Pearl Harbor Naval Complex. Our facilities include 176 buildings and more than 38 other structures, including dry docks, piers, and wharves, with a plant replacement value of more than \$2.1 billion.

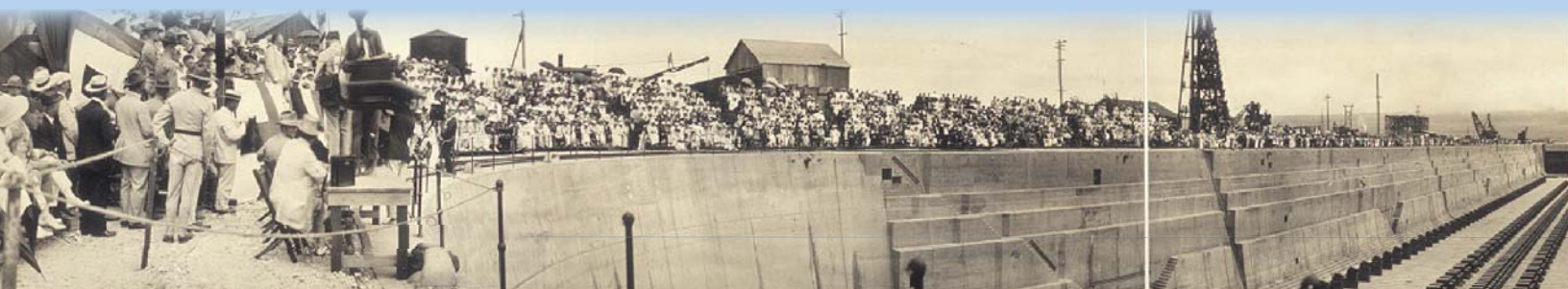
The core of our Shipyard is contained within a waterfront "Controlled Industrial Area," or "CIA," adjacent to dry docks 1, 2, and 3, and Bravo



U.S. Navy photos by Michael Laley.

(Above, from top to bottom) Aging facilities at the Shipyard: Building 5, Forge Shop; warning sign on Building 6, the former foundry; entrance of Building 8, the old power plant.

(Below) Dedication of Dry Dock 1, Aug. 21, 1919.



Modernization Plan

Shipyard to Serve a 21st Century Fleet

wharves 1 and 2. This area is populated mostly with large-frame industrial buildings.

Dry Dock 4, built in 1945, is located outside of the CIA. Most of the time the work in Dry Dock 4 is surface ship work and more than 90 percent of that work is done by a contractor, BAE Systems. Since more than 90 percent of our Shipyard workload is submarine work, it is very efficient and effective for us to focus on submarine work and have BAE conduct the surface ship work.

According to Shipyard Facilities Manager Stephen Sasaki, the majority of industrial structures at Pearl Harbor Naval Shipyard were constructed between 1913 and the end of World War II in 1945. Most of these structures are based on now-obsolete late 19th century and early 20th century industrial designs. Many buildings were built quickly, and were not designed or built to last the normal 60-to-70-year life cycle.

It is costly to maintain these aged, deteriorating buildings. To keep these facilities safe and operational, over the past year the Shipyard spent more than \$50 million for modifications, renovations, and environmental and safety requirements.

These buildings do not efficiently support the current Shipyard mission. They are generally poorly located and poorly arranged, and do not enable great support for our mechanics and testers on the deckplate. During the early part of our history, primary fleet assets were large aircraft carriers, battleships and cruisers. Accordingly, most Shipyard maintenance work was accomplished through shops situated away or “back” from the waterfront.

But the scope of the Shipyard’s mission has changed extensively over the last century, as the classes of ships and submarines in the fleet have changed. As pointed out earlier in this article, roughly 90 percent of the Shipyard work is on submarines, with the small remainder devoted to surface ship maintenance. Most of the project work is now completed at the waterfront, either on or next to the project ship or submarine.

Many shops and functions are scattered around the Shipyard and not near the project work. As a result, much time is wasted in additional travel, material and equipment handling, and additional efforts to ensure efficient communications.

Also, within the last 20 years, only a few of the aging structures have been completely modernized to support shop, storage, and office functions. Many buildings cannot be used safely due to their poor condition, so they are vacant or underutilized. For example, at least 300,000 square feet of building space cannot be used due to the presence of lead paint, asbestos and other safety issues.

Shipyard workers can enter these buildings only if wearing special protective equipment.

Shipyard dry docks are aging as well. The oldest was completed 90 years ago, and the other three were built during World War II. Due to size constraints, only three can support the incoming *Virginia*-class submarines.

Finally, some required facilities were never built. For example, there are not nearly enough permanent project team facilities on the waterfront. We have only one adequate depot-level project team facility to support operations on the three CIA dry docks, specifically the buildings between dry docks 1 and 2, and only one project management space to support the work on two wet repair berths.

At any given time, our Shipyard is working as many as six major availabilities concurrently, with three to four submarines in dry dock. While other shipyards have permanent project management structures near the dry docks and piers, Pearl Harbor’s project teams must rely mostly on temporary tents and “vision towers” to house equipment and to provide protection from the tropical sun, salt air, and periodic high winds and rain.

In summary, the Shipyard facilities, as they exist today, are old, inefficient, and in some cases inhabitable. The facilities must be modernized so that our Shipyard can continue to fulfill its mission to keep our 21st century fleet “Fit to Fight.”

The Driving Forces: The Fleet, Efficiency, and Safety

The primary reason our Shipyard must modernize is to meet increasing fleet support requirements.

In the coming years, 60 percent of the Navy’s submarine force will be assigned to the Asia-Pacific Region, with 40 percent allocated to the Atlantic. At Submarine Base, Pearl Harbor, there will be 17 attack submarines by the end of summer, two more than currently assigned.

In addition, the 11 Navy surface ships permanently stationed at Pearl Harbor have recently enhanced their readiness requirements, and now are considered a “Forward Deployed Naval Force.”

To get to our Navy’s goal of having 313 surface ships and submarines, new types of vessels will be entering the fleet, ranging from *Virginia*-class submarines to the Littoral Combat Ships to the newest class destroyer, DDG-1000. These vessels require new expertise and technology for maintenance and repair.

Our Navy is tasked with vast worldwide responsibilities. We must fulfill tasks over hundreds of millions of square miles with only 283 ships and submarines, while we build up to 313 ships and submarines. So when these vessels require maintenance and repair, it is vital to our national security that they be serviced and returned to the fleet on schedule and on budget.



[Continued on Page 8]

Shipyard Modernization: A 21st Century Shipyard to Serve

[Continued from Page 7]

When inefficiency at our Shipyard results in a vessel homeported here to be sent to another shipyard for repair and overhaul, there are serious costs and consequences for both our nation, and for our Sailors and their families.

Of greatest significance is the negative impact on our national security. When a vessel we are supposed to support must be sent to another shipyard, the U.S. Pacific Fleet loses that vessel for at least two additional weeks — and up to two months — due to transit time to and from the other shipyard. Associated with the lost time is the cost of significantly more taxpayer dollars.

Even worse is the negative impact on our Sailors and their families. Crewmembers homeported in Pearl Harbor whose vessel is sent to another shipyard are separated from their families for long periods, with expected negative impact on the crew and family morale.

Developing our facility into a modern, efficient shipyard — a “21st Century Shipyard” — helps ensure that all mid-Pacific based vessels can be serviced at Pearl Harbor.

And that will directly support our national security, the U.S. Pacific Fleet, and our Sailors and their families.

The Solution: Pearl Harbor Naval Shipyard 2035

The Modernization Plan addresses a number of current facility shortcomings.

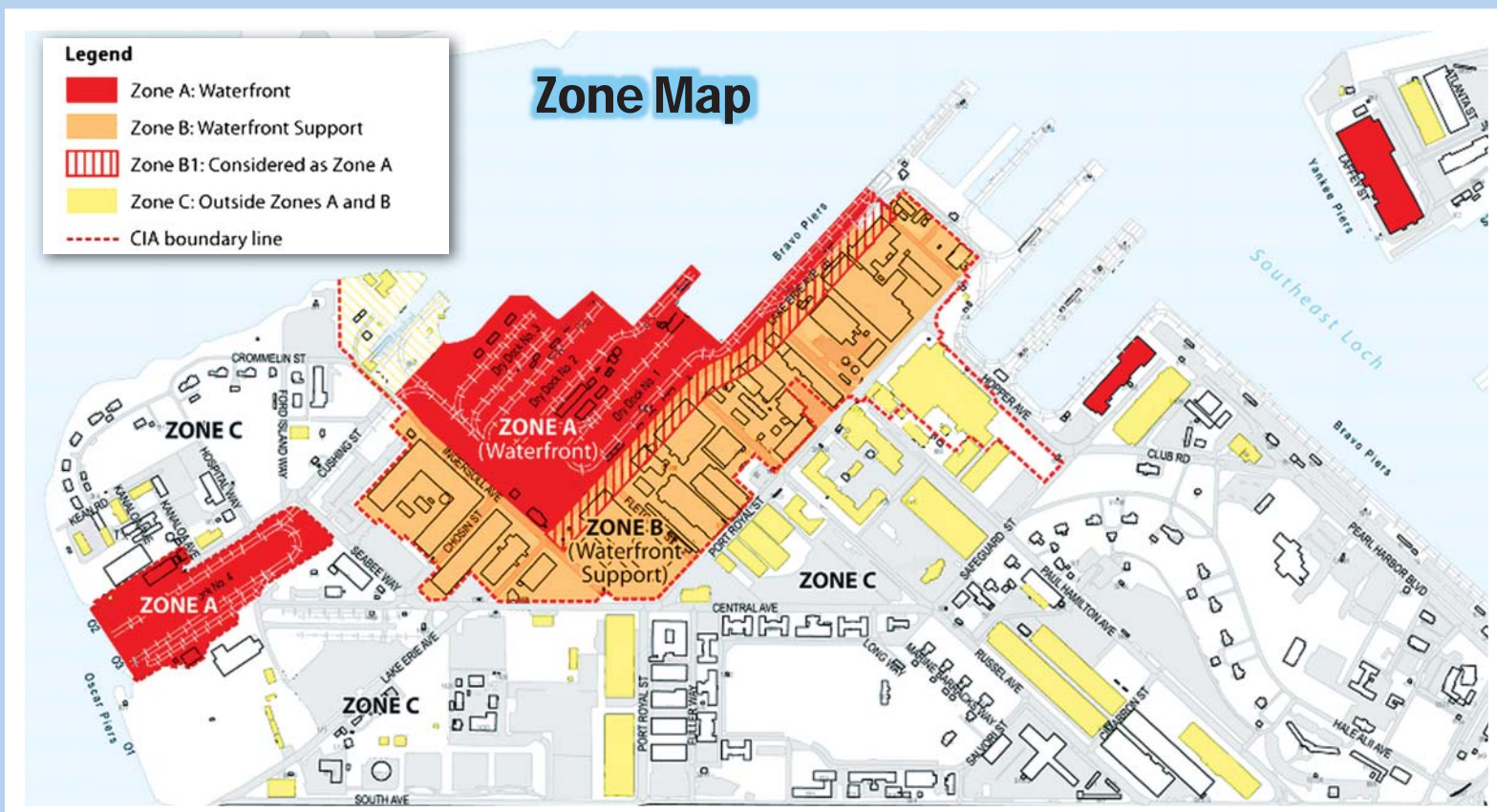
The development of the plan was led by a team of experienced Shipyard managers, with input from all shops and codes, and was sponsored and superbly coordinated by the Commander, Naval Region Hawaii, and the Commander, Naval Facilities Engineering Command, Hawaii. The plan was formulated through great teamwork and partnering over the past 13 months.

Two Shipyard engineers played critical roles in the development of the plan: Dennis Webber from Code 900, and Paul Shigeta from Code 980. “Dennis and Paul were instrumental in coordinating all aspects of the plan, and worked extraordinarily long hours to develop this vital roadmap for our future,” said Sasaki.

Some of the major plan highlights are described below.

In general, the plan proposes 30 projects. Some of these projects will require entirely new construction while others will “adaptively reuse” current buildings. “Adaptive reuse” simply means saving the exterior of a structure and renovating or modernizing the interior.

Ten new construction projects will total 415,000 square feet, but the Shipyard “footprint” will be smaller with the reduction of 50 temporary or relocatable structures totaling 760,000 square feet.



ve a 21st Century Fleet

The plan provides the means for properly maintaining the Shipyard's four dry docks and increasing capacity for our two wet berths. It calls for consolidating important functions such as tool and sheet metal shops and collocating administrative and storage functions.

Key functions such as engineering and training, as well as production shops, will be consolidated adjacent to the Shipyard's primary work areas: the dry docks and piers. Many of these shops and functions are currently spread out over the Shipyard's 176 buildings and 38 other structures in the 148-acre industrial area.

The layout of the Shipyard will change within the Controlled Industrial Area. Three "zones" will be established, radiating out from the dry docks and piers. (See Zone Map, Page 8) Functions located in the primary zone, called Zone A, will be those essential to completion of the projects.

In zones A and B1, permanent project team facilities will be constructed at the dry docks. The plan calls for extending our wet berth capabilities, with project team management facilities constructed nearby. Further, an intermediate caisson will be constructed in Dry Dock 1 to replace the dry dock capacity lost from Dry Dock 3 not being able to support the docking of *Virginia*-class submarines.

In Zone B will be functions such as *Virginia*-class support shop and storage facilities and a central tool shop. Other production, engineering, storage, and transportation codes that are currently scattered across Shipyard and Navy Region real estate will be consolidated in this zone.

In Zone C will be administrative, storage, transportation, and other support functions. For example, Security (Code 1120), Contracts (Code 400) and Occupational Safety, Health, and Environment Office (Code 106) will consolidate within Building 167, and their current buildings will be returned to Commander, Navy Region Hawaii.

Functions at Hospital Point, Merry Point, and other locations will be consolidated in Zone C as well to reduce the total number of Shipyard buildings. In general, functions will not be eliminated, but will be collocated or consolidated in existing structures such as Building 1770.

The plan does not call for all Shipyard structures to be modernized, since many structures can be repaired on an "as needed" basis.

Modernization will be expensive, perhaps between \$600 million and \$800 million over the next 26 years (in 2008 dollars). Shipyard leaders are working with Navy leadership to determine how best to obtain authorization of funding for this plan.

"Pearl Harbor Naval Shipyard was crucial to the success of our Navy and security of our nation in the past 100 years," said Thomas. "As America faces the serious global and regional challenges of the 21st century, the Shipyard will remain equally important to our national security.

"We must begin the modernization now to ensure our Shipyard will be able to help our Navy meet those challenges."

Adaptive Reuse Balancing Mission with History

The Shipyard Modernization Plan requires a careful balance between our Shipyard's proud history and our operational needs.

Nearly 60 percent of the Shipyard's 115 buildings in the "Controlled Industrial Area" — the heart of the Shipyard — date back to the beginning of the 20th century. Some of the largest buildings near the dry docks, on the Shipyard's most valuable real estate, do not meet modern standards, are in poor condition, and many can no longer be used.

Many of these structures are eligible for listing on the National Register of Historic Places, and are also part of Pearl Harbor Naval Complex's "National Historic Landmark" designation. Once a building is 50 years old or older, it is potentially eligible for listing on the National Register. As the Shipyard ages, the number of buildings that are potentially eligible for listing on the National Register can increase.

The key is to "adaptively reuse" these historic facilities when possible, to meet the Shipyard's future needs.

Stephen Sasaki is the Shipyard Facilities Manager. It is his job to help balance the Shipyard's need for modern buildings and structures to support a modern fleet, and the need for the Navy to carefully manage the historic infrastructure entrusted to its care.

According to Sasaki, in most cases "adaptive reuse" simply means preserving the appearance of the external view of the structure, while repairing or altering the building to make it useful for current operations. The altering and repair includes meeting modern electronic, climate control, and safety requirements — while trying to retain as much of the historic character of the inside of the building at the same time. The challenge is to balance the adaptive reuse against the increased military construction costs."

Sasaki and other Shipyard leaders are working with other organizations such as Naval Facilities Engineering Command and the Shipyard's "Historic Partners" to determine which of the existing facilities can be adapted for new uses, and if and where to demolish and rebuild.





Shop 17 - Sheet Metal Shop

Sheet Metal Shop, Shop 17, won the Safe Shop of the Month Award for October 2008. This was the second time that Shop 17 has won the award.

Shipyard Commander Capt. Gregory Thomas (left center, holding plaque) presented the award plaque to shop employees during a ceremony held Dec. 18, 2008. Holding the plaque with Thomas is first-year sheetmetal apprentice Matthew Miyahira.

U.S. Navy photo by Michael Laley

Safe Shop of the Month

Length of Service Awards

December 2008

40 years

Edwin Yamamoto
Larry Okunami

35 years

Don Yamamoto
David Saito
Glenn Lumanlan
Mitchell Shigemoto
Guy Rivera
Yoshihide Goya

30 years

Edward Stanwood

25 years

Steven Baldomero
Roland Pagaduan

20 years

Godofredo Carabbacan
Richard Leeper
Tommy Asamura

10 years

David Genow
Karl Kawauchi
Kyle Saito
Richard Simpson
Reginald Glenn
Mark Felipe

Black History Month

HONORING PEARL HARBOR'S OWN

By Carolyn Denney, Diversity Manager

February is Black History Month and a time to honor and recognize the many contributions African-Americans have made to our country. Each year we hear the stories of people who have overcome life's many obstacles to make positive differences in the world and become recognized leaders in their fields. So, it is only fitting to honor Pearl Harbor Naval Shipyard's own.

Imagine for a moment if you will ...

... You are 8 years old and riding a train with your mother and two siblings to visit your auntie and uncle. Excitement fills the air as you hear the whistle blow and the rumble of the railroad tracks beneath your feet. The train stops and, without a word, your mother pushes you down. She uses your sister, who has fairer skin, to hide you as you lie on the cold floor of the train. The conductor approaches your mother and states that she must get off the train because of the "color of her two boys' skin." You suddenly find yourself alongside the train in the middle of nowhere. You're left confused and unable to comprehend the conductor's behavior as the train pulls away.

... The year is 1970 in South Carolina. Excited, you board the bus headed for a new school. The bus is near capacity with the exception of one seat – next to you. The bus makes its last stop. Two girls board the bus as their father watches from the driveway. One girl takes the only remaining seat. The bus begins to pull away when the father races toward it, shouting and hitting the side of the bus to signal the driver to stop. The father boards the bus and, in a commanding voice, states he does not want his daughter sitting next to you because of the color of your skin. Silence falls over the other students as they expect the father's request to be granted and you to be removed from the bus. To your surprise and gratitude, the young bus driver tells the father that there isn't any other seat so he may want to drive his daughter to school.

The incidents impacted the lives of those two boys far beyond the day of their occurrence. Both boys turned obstacles into opportunities, and today, are respected leaders of the U.S. Navy and Pearl Harbor Naval Shipyard.

That scared and confused boy on the train is Deputy Military Personnel Officer Reginald Custard. The second-grader on the bus, who was counseled by his grandmother to "not allow folks' ignorance to drive (your) behavior and especially not let their ignorance define who (you) would be," is Lt. Cmdr. Robert L. Stevens, Executive & Military Personnel Officer.

In his memoir, President Barack Obama described how he struggled to reconcile social perceptions of his multiracial heritage. Enrolled in the fifth grade at the esteemed Punahou School, he was one of only three black students at the school. This is where Obama first became conscious of racism and what it meant to be an African-American.

Before you brush this off as just another "special emphasis" article, take a moment to reflect on the results of the 2008 Command Climate Survey. Racism was a commonly noted issue to be addressed in our current workforce.

Regardless of your ethnic background, you may someday find yourself in the minority and be treated unfairly for no other reason than the color of your skin.

Today, challenge your mental models of people who are different from you. As Obama said, "Change will not come if we wait for some other person or some other time." Don't wait for some other person or some other time to treat everyone with dignity and respect. Embrace the differences because they are our strength.

[Nuts 'n Bolts]

Aloha to retirees

Fair winds and following seas to the following Shipyarders who retired in December:

Civilian

- Welder Supervisor I David Ishida
- Marine Machinery Mechanic Leslie Padilla
- Optical Instrument Repairer Supervisor I Kevin Burns

Military

- Chief Machinist's Mate John Harrington
- Machinist's Mate 1st Class Steven Harris
- Senior Chief Electronics Technician Melvin Peterson

Zone managers qualified

Kenneth Joseph, Vincent Kapoi and Chad Nishida completed a formal Shipyard project management training program in December that qualified them as zone managers.

Apprentices on board

One hundred thirty-five apprentices reported for their first day of work Jan. 20. The total number in this year's class is actually 136 because one apprentice

is fulfilling a military obligation. He is expected to report to the Shipyard in August.

Family mountainball

Shipyarders and their family members are invited to play mountainball in a family league being organized by shipfitter supervisor Bruce Nakano. The purpose is to promote camaraderie among codes and shops. A fee will be charged for balls, scorebooks, trashbags, cups and a party which includes food and drinks.

For more information or to sign up, call 227-9292. Deadline to register is Feb. 10.

2008 TSP results

Don't let the current bear market stop you from continuing to save for your retirement. The executive director of the Thrift Savings Plan (TSP) issued a special message in mid-December reminding participants that "markets will swing, sometimes wildly, over relatively short periods of time, but retirement planning demands a long-term focus."

According to FedWeek, 2008 was "by far the worst year in the program's two-

decade history" for TSP stock funds. The rates of return were: I (international stock) fund, -42.43 percent; S (U.S. small/medium companies) fund, -38.32 percent; C (U.S. large companies fund, -36.99 percent; F (bond) fund, +5.45 percent and G (government securities) fund, +3.75 percent.

Returns for Lifecycle funds ranged from -5.09 to -31.53. See www.tsp.gov for more information.

[Marketplace]

FOR SALE

2008 Honda Civic Si sedan - black, like-new condition, only 3K miles, 2.0L iVTEC engine, 6-spd., legal tint, A/C, moonroof, premium sound package w/ stock 8" subwoofer, well-maintained, never been raced, includes car cover. \$20,000. Call Mike at 384-6209.

Do not submit ads for your part-time business or rentals. List your home phone number -- not your work number -- for contact. Include your name, shop/code and work phone number for verification. Send ad to Code 1160 LOG; fax to 474-0269; or e-mail to marshall.fukuki@navy.mil. Ads are not accepted over the phone.

Apprentice Corner

By Travis Mickey, PHAA President

First off, let's all welcome the first-year apprentices. Offer them your guidance and knowledge for they are the future of the Shipyard.

Next, thank you to upper management for supporting the deployment of, and employee participation in, the Pearl Harbor Apprentice Association (PHAA). We wish to continue this great momentum and invite everyone to the first PHAA meeting Feb. 18 in the new year. Everyone is invited to participate. There are so many ideas floating around that we would like to bring to life and we need your help.

Self-development classes

An Individual Leadership Development Plan (ILDP) workshop is coming up Feb. 17, 9 a.m.-11 a.m. There is also a coaching and mentoring workshop Feb. 18. For more information, contact Desirae Vargas at 473-8000 ext. 4186 or Travis Mickey at 216-9466.

Mountainball league team

PHAA would like to sponsor a team of apprentices to participate in the Shipyard mountainball "C" league. Please keep this in mind if you're thinking about playing this year. Stay tuned for more details!

Also, from your PC at home, check out our myspace page at www.myspace.com/PHNSYapprentices.

Check temporary promotion info on Standard Form 50

By Cindy Yoshimoto, Command Services and Program Branch

All employees on a temporary promotion should receive a Standard Form 50 (SF-50) documenting their temporary promotion. The form contains important information about your promotion in the following blocks: Block 4 - effective date of promotion, Block 5B - promotion NTE (not to exceed) date, and blocks 15 thru 22 - position and salary information.

You should review your SF-50 and notify your supervisor or servicing administrative office of any discrepancies.

If you have not received a copy of your SF-50, you may contact your servicing administrative office to obtain a copy. If you are not sure whether you are on a temporary promotion, check with your supervisor.

As a reminder, employees on temporary promotions may be returned to their permanent positions at any time. While temporary promotions normally expire on the NTE date, these temporary promotions may be terminated prior to the NTE or may be extended, depending on the needs and requirements of the project or shop.



Carton Black '05